

3 AUG 1984

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August 3, 1984

Subject: Legislative Liaison

- + Recognize the inevitable institutional conflict and divergence of values and direction in the relationship. There will never be a final solution.

Take the long view/Put things in perspective.

But don't ignore/overlook tactical demands and considerations.

- + See the LL function as ambassadorship with all of the attendant problems/stresses and grounds for misunderstanding. You are interpreting between one "country" and another and each must trust you. You must "appear" and "be" an honest broker.

- + The conduct of daily business must be proactive.

LL Officers must get to know their committees, the members on them, the staffers, their "world" with all of their foibles and outside pressures - i.e., their "interests".

LL Officers can develop relationships of trust enabling them to help both the committees and the Agency by: heading off "dumb" questions, shaping the good ones, anticipating comm-interests and questions, giving Agency witnesses "heads-up" guidance (even on the ride down to the hill) so they won't get blind-sided, and generally playing an active - even interventionist - role before and during briefings and hearings.

- + The Agency at-large would benefit, as would our relationship with Congress, by OLL's ensuring that positive statements by congressmen about the Agency - such as are often contained in the annual Authorization Bill - are given the maximum exposure at Headquarters and to the field.

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